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ABSTRACT

In spring 1995, Florida's Pensacola Junior College (PJC) undertook the third assessment of institutional effectiveness using an assessment plan developed between 1990 and 1993. Outcomes were examined for the 1994-95 academic year with respect to the 51 goals, 147 objectives, and 253 indicators of effectiveness identified by the assessment plan in 16 functional areas. Area supervisors were requested to report on at least one objective and one indicator for each of the goals. Results of the process included the following: (1) 84 of the 253 indicators were selected to be reported for 1994-95, although with multiple reports for some indicators a total of 171 indicator reports were received; (2) 90.6% (n=155) of the indicators were shown to have been fully met in terms of designated levels of performance; and (3) indicators that were not met included achieving an annual 1% improvement in retention rates, maintaining college energy usage below state guidelines, and achieving a 70% satisfaction rate for financial aid services. As a result of the process, it was recommended that the assessment be continued in 1995-96; that the total number of indicator reports generated be increased; and that more product-oriented, as opposed to process-oriented, indicators be developed. Tables showing outcomes by indicator are included. (HAA)

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ED 409 032

PENSACOLA JUNIOR COLLEGE
INSTITUTIONAL EFFECTIVENESS
PROGRESS REPORT
1995

♦ ♦ ♦ ♦ ♦

YEAR 3

♦ ♦ ♦ ♦ ♦

1994-1995 Academic Year

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Progress - to - Date

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Comprehensive Goal, Objective, Indicator, and Use Statement Data; Analysis of Indicators, Conclusions and Recommendations.

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JC 970 306

Pensacola Junior College
Office of Institutional Research and Effectiveness
R-95-346

6-1-95

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Introduction: In an on-going effort to improve college operations and to improve the documentation of institutional effectiveness, a plan of assessment was developed in 1990-1993. In the spring of 1993, an initial run of the Pensacola Junior College Institutional Effectiveness Plan was undertaken for at least a single indicator and objective for each goal in the plan. In the spring of 1994, the second institutional effectiveness assessment was made according to this plan. Following are the results of the third institutional effectiveness assessment undertaken in the spring of 1995. It must be noted that this report is not a final product, only the third step of an evolving process.

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A Word of Caution: These indicators are intended to be data for affirmation of the mission of the college and for continued improvement of the institution. The success of the process requires a non-threatening environment in which the aggressive pursuit of evaluative data, both positive and negative, is encouraged. Consequently the achievement or non-achievement of a given indicator standard, while extremely important to the operational unit, is not as important to the purpose of institutional effectiveness assessment as is the fact that the college has examined that facet of the college's productivity, has generated concrete information concerning it, and has proceeded to act on that information for the improvement of the college.

EXECUTIVE SUMMARY

Year 3 Institutional Effectiveness Assessment (1994 - 1995)
(R-95-346, 6-1-95))

The third institutional effectiveness assessment was undertaken by the Office of Institutional Research and Effectiveness in the spring of 1995, for the 1994-1995 academic year. This used the plan developed by the Institution Effectiveness Taskforce between 1990 and 1993, which consisted in the third year evaluation of sixteen functional areas, 51 goals, 147 objectives and 253 possible indicators. For the third run, area supervisors were requested to select one objective and one indicator for each of the goals, although some selected more and others less. Reports of performance indicators for these objectives were received through May 1, 1995. A follow-up effort was made through May 15. A second follow-up was done through June 1. The process was successfully competed this year for the third time.

Findings:

(1) A total of 171 indicator reports were received for 1994-1995 (some indicator standards were used by more than one unit.)

(2) Of these, 155 or 90.6% were fully met in terms of designated levels of performance.

(3) Sixteen did not meet the specified standards.

(4) Data from these assessments were used to a high degree (99.4%).

Conclusions:

The central mission of the college is affirmed by the results of this assessment, unit-by-unit across the college.

Recommendations:

(1) The process must be continued in 1995-1996.

(2) Continued simplification of the process is in order; especially in the reduction of the number of indicators.

(3) Each institutional unit should strive to focus more of its institutional effectiveness efforts upon indicators that show basic college productivity respective of its mission, rather than process activity measures. Although processes of the college are important they represent means toward ends rather than true outcome productivity.

ANALYSIS

1. It is given under the current plan that each functional area (n=16) can have multiple goals (n=51), which in turn may have multiple objectives (n=147) and multiple indicators (n=253). In addition there is the potential for multiple reports based on individual indicators. However in 1994-1995 assessment, there was to have been an indicator reported for each goal; that would have been a minimum 51 indicator responses. There were in fact 84 individual indicators actually selected to be reported. Some received multiple responses for the same objective, some were single responses for a total of 171 indicator reports in all. Thus the indicator reporting rate was 33.3% for 1994-1995 (that is the percentage of individual standards reported at least one time). A summary of these reports is presented in TABLE I.

2. TABLE II gives detailed information on these data. Of the 171 total indicator standard reports received, 155 or 90.6% of the prescribed standards were met or exceeded. Of all the reports received, the reporters stated in 170 or 99.4% of these instances that the report data (whether the standard was achieved or not) was used by the reporting unit for its improvement.

3. TABLE III displays indicators that have yet to be examined either in 1992-1993, or 1993-1994, or 1994-1995 but which must be assessed at least once during the five-year cycle of evaluation.

CONCLUSIONS

It is important to recognize that this evaluative process is intended to assess the assessment process itself as well as to assess college performance each year.

1. Overall indicator response suggests that PJC units are meeting or exceeding prescribed performance levels for the objectives assessed; and as a result, are meeting college mission goals.

2. This third run was adequate. The level of cooperation by the participating reporters was excellent in the third run. The reporting system and paper trail worked well and continued to have a minimal impact on college resources.

3. Too many indicators were found to be process rather than product oriented. More product outcome measures are needed.

4. An overreliance on satisfaction surveys was noted. There should be a curtailment of survey-based indicators and more emphasis placed on outcome measures of a quantitative nature.

5. Subtle changes in some objectives and indicators continued to be made in the course of the process. This resulted in some indicator objectives having evolved into objectives more appropriate to unit operational plans or institution strategic plan objectives. Most of these were subjected to the formal review and approval process.

6. Little opposition to the process trial run, second run, or the third run was noted, though lack of full understanding of the process and its purpose is frequently encountered. (Some difference in opinion seems to exist between those who see the process as a mirror of SACS Criteria and those who envision it as a test of college mission compliance.) Some see the process as an added burden. Others confuse it with Strategic Planning and the SACS reaffirmation processes.

RECOMMENDATIONS

That:

1. The process be continued, simplified and refined.

2. College leadership continue to emphasize the importance of the process.

3. In 1995-1996, the total number of indicator reports must be increased, with special emphasis on those indicators that relate to outcome productivity measures rather than measures of internal processes (see TABLE III).

4. Individual reporting units continue to utilize the results of these assessments for continuous improvement.

5. Continued efforts must be made to educate PJC personnel on the institutional effectiveness process.

TABLE I.
SUMMARY TABULATION OF PJC INSTITUTIONAL EFFECTIVENESS INDICATORS (a)
1994-1995
(YEAR III.)

Following is the enumeration and status of all institutional effectiveness indicators reported for the 1994-1995 academic year. The full report with supporting documentation for each is presented in APPENDIX A. [Column #1 displays indicator Functional Area, #2 is the cumulative indicator count for this year, #3 is the Functional Area, Goal, Objective and Indicator Criteria citations, #4 the Strategic Plan Goal (s) cited, #5 the abbreviated Indicator standard, #6 the actual data for 1994-1995, #7 the achievement stats not of the standard, #8 commentary, & #9 whether or not these data were used by the reporting unit] PJC mission output measures (at #5) are highlighted.

TABLE I.								
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1994-1995:	Was Standard Achieved?	Commentary:	Was Data Used?
I. ADMISSIONS:	1.	I.A.1.a.	6, 7, 9	All Board of Trustees Admision policy reviewd and up dated.	Done	Yes	All policies fully implemented	Yes
	2.	I.A.2.b.	5, 9, 11	Develop and implement standards of progress.	Done	Yes	Included in Current Catalog	Yes
	3.	I.B.2.a.	9	Student retention rates will improve annually by 1%.	N/A	No	Efforts to improve rates continue	Yes
	4.	I.B.3.a.	9	Improvement to be shown in previously dealing local high school graduate going rates.	N/A.	Yes	No supportive date shown	Yes
	5.	I.B.3.b.	9	Adult student enrollment improves.	N/A	Yes	No supportive data shown	Yes
	6.	I.B.4.a.	9	Minority enrollment percentypes improve.	N/A	Yes	No supportive data shown	Yes
	7.	I.C.1.a.	1, 7	90% Current new student placement.	87.4%	No	Efforts continue	Yes
	8.	I.D.2.a.	1, 7	80% student utilization of completion job.	N/A	No	Process began 9/94	Yes
	9.	I.E.2.a.	1, 7	80% student utilization of completion test.	N/A	No	Process began 9/94	Yes
II. COMPLETION REQUIREMENTS:	10.	II.B.2.a.	1, 2, 11	Review of remediation requirements of graduates.	Done	Yes	100% compliance is assured	Yes
III. CURRICULUM	11.	III.A.2.c.	1, 2, 11	Review of oral requirements of graduates.	Done	Yes	100% compliance is assured	Yes
	12.	III.B.2.c.	1, 2, 11	Review of oral requirements of graduates.	Done	Yes	100% compliance is assured	Yes
IV. COMMUNITY PROGRAMS	13.	IV.A.1.a.	4	Maintain special records for AHS students under 16.	Done	Yes	Process underway in 1994	Yes
	14.	IV.A.1.b.	4	Keep AHS dropout data.	Done	Yes	Process underway in 1994	Yes

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TABLE I.

(1) Functional Area:	(2) No.	(3) Citation:	(4) Strategic Goal(s) Cited:	(5) Abbreviated Indicator Standard:	(6) Actual Data for 1994-1995:	(7) Was Standard Achieved?	(8) Commentary:	(9) Was Data Used?
	15	IV.A.2.c.	4	80% of AHS students will pass F.H.S. coomputer test.	94%	Yes	Standard exceeded	Yes
	16	IV.A.3.a.	4	70% AHS course pass rate.	83%	Yes	However 47% withdrawals	Yes
	17	IV.B.1.b.	4	ABE classes to be established off campus.	Done	Yes		Yes
	18	IV.C.1.a.	4	Correspondence courses will change at some rate as all classes.	< 34%	Yes	College rate: - 4.5%	Yes
	19	IV.D.1.a.	1, 3, 4	LLL will increae 5% annually.	>5%	No		Yes
	20	IV.E.1.a.	10	Develop workforce brochure.	Done	Yes	Ready for distribution in 1995	Yes
	21	IV.E.3.a.	10	Workforce training staff will meet.	Done	Yes		Yes
V. FACULTY COM PROG., W.	22	V.A.2.a.	*	Maintain faculty % with advanced degrees.	N/A	Yes		Yes
	23	V.A.2.b.	1, 3	All full-time faculty will be SACS qualified.	N/A	Yes	A computer program is planned	Yes
	24	V.A.3.a.	1, 3	All part-time faculty will be SACS qualified.	N/A	Yes	A computer program is palnned	Yes
Dev. Studies	25	V.B.1.a.(3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Lib. Arts, M.	26	V.B.1.a.(3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Nat. Res, M.	27	V.B.1.a.(3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Bus., P.	28	V.B.1.a.(3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Beh. Sci., P.	29	V.B.1.a.(3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Math., P.	30	V.B.1.a.(3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Health, Etc., P.	31	V.B.1.a.(3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Hist., Etc., P.	32	V.B.1.a.(3)	8	All faculty professional development plans are completed on time.	100%	Yed		Yes

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TABLE I.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	**No.**	**Citation:**	**Strategic Goal(s) Cited:**	**Abbreviated Indicator Standard:**	**Actual Data for 1994-1995:**	**Was Standard Achieved?**	**Commentary:**	**Was Data Used?**
Music & D., P.	33.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Vis. Arts, P.	34.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Adv. Tech., P.	35.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Cosmo., P.	36.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Bio. Sci., P.	37.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Math., P.	38.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Phy. Sci., P.	39.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Pub. Serv., P.	40.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Com. Prog., P.	41.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Military P., W.	42.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
App. Hth., W.	43.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Bus. Etc., W.	44.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Math., Etc., W.	45.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	5 of 6	No		Yes
Lib. Arts, W.	46.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes
Nursing, W.	47.	V. B 1 a (3)	8	All faculty professional development plans are completed on time.	100%	Yes		Yes

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TABLE I.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1994-1995:	Was Standard Achieved?	Commentary:	Was Data Used?
Comp. Sci., P.	48.	V. B 3 a	7	All faculty evaluated annually.	100%	Yes		Yes
Sec. Ed., P.	49.	V. B 3 a	7	All faculty evaluated annually.	100%	Yes		Yes
Total College	50.	V. B 3 a	7	All faculty evaluated annually.	100%	Yes		Yes
Total College	51.	V. C 1 d.	8	Faculty attrition does not exceed 5%.	>5%	Yes		Yes
VI. LEARNING RESOURCES: LRC, P.	52.	VI. A 1 a.	9	80% of LRC equipment is functional.	95%	Yes		Yes
LRC, M.	53.	VI. A 1 a.	9	80% of LRC equipment is functional.	<80%	Yes		Yes
LRC, W.	54.	VI. A 1 a.	9	80% of LRC equipment is functional.	80%	Yes		Yes
LRC, P.	55.	VI. A 1 b.	9	70% satisfaction with equipment.	70-77%	Yes		Yes
LRC, M.	56.	VI. A 1 b.	9	70% satisfaction with equipment.	70%	Yes		Yes
LRC, W.	57.	VI. A 1 b.	9	70% satisfaction with equipment.	N/A	Yes		Yes
LRC, P.	58.	XV. A 2 a.	9	70% satisfaction with bibl. access.	73-80%	Yes		Yes
LRC, M.	59.	XV. A 2 a.	9	70% satisfaction with bib. access.	72%	Yes		Yes
LRC, W.	60.	XV. A 2 a.	9	70% satisfaction with bib. access.	N/A	Yes		Yes
LRC, P.	61.	VI. a 3 a.	9	70% satisfaction with interlibrary lonas.	95.5%	Yes		Yes
LRC, M.	62.	VI. A 3 a.	9	70% satisfaction with interlibray loans.	97.0%	Yes		Yes
LRC, W.	63.	VI. A 3 a.	9	70% satisfaction with interlibray lonas.	N/A	Yes		Yes
LRC, P.	64.	VI. A 4 a.	9	National standards for books and serials.	Yes	Yes		Yes
LRC, M.	65.	VI. A 4 a.	9	National standards for books and serials.	No	Yes		Yes
LRC, W.	66.	VI. A 4 a.	9	National standards for books and serials.	Yes	Yes		Yes
LRC, P.	67.	VI. A 4 b.	9	Circulation rate equals enrollment rate.	+4%	Yes	College -3.4% in enrollment	Yes
LRC, M.	68.	VI. A 4 b.	9	Circulation rate equals enrollment rate.	+2%	No	Milton +2% enrollment	Yes
LRC, W.	69.	VI. A 4 b.	9	Circulation rate equals enrollment rate.	-9%	No	Warrington -6%	No
LRC, P.	70.	VI. A 4 c.	9	70% satisfaction with collection.	73-80%	Yes		Yes
LRC, M.	71.	VI. A 4 c.	9	70% satisfaction with collection.	<70%	Yes		Yes

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TABLE I.

(1) Functional Area:	(2) No.	(3) Citation:	(4) Strategic Goal(s) Cited:	(5) Abbreviated Indicator Standard:	(6) Actual Data for 1994-1995:	(7) Was Standard Achieved?	(8) Commentary:	(9) Was Data Used?
LRC, W.	72.	VI. A 4 c.	9	70% satisfaction with collection.	N/A	Yes		Yes
VII. INSTITUTIONAL SUPPORT Dev. Std., P.	73.	VII. A 2 a	1, 3	Lab use rates matched college rates.	3.8%	Yes	For Fall 1993, 1994	Yes
Dev. Std., P.	74.	VII. A 2 a	1, 3	Lab use rates matched college rates.	16.0%	Yes	For Spring 1995	Yes
VIII. COMPUTER RESOURCES	75.	VIII. A 1 a	11	Compute use matches change in computers.	Graphs	Yes		Yes
	76.	VII. B 1 a	11	70% completion of software requests.	66.2%	No	3 new analysts to be hired	Yes
	77.	VIII. C 1 a	11	Meet hardware standards.	Done	Yes		Yes
	78.	VIII. D 2 a	11	Monthly turn around on tel. request.	24 hours	Yes		Yes
IX. ORGANIZATION & ADMINISTRATION	79.	IX. A 1 b.	5	Org. line of personnel in Catalog.	Done	Yes		Yes
	80.	IX. A 2 a.		Job descriptions on file.	Done	Yes		Yes
X. FINANCIAL RESOURCES:	81.	X. A 1 a.	2	Review org. chart.	Done	Yes		Yes
	82.	X. A 2 a.	2	Verify budget process.	Done	Yes		Yes
	83.	X. A 3 a.	2	Verify chart of accounts compliance.	Done	Yes		Yes
	84.	X. B 1 a.	2	Investment rates not less than market.	Yes	Yes		Yes
	85.	X. B 2 a.	2	Use accounts payable discounts.	Done	Yes		Yes
	86.	X. B 3 a.	2	Inprove purchasing rpocedures.	Done	Yes		Yes
	87.	X. B 3 b.	2	Review purchasing cent. for eff.	Done	Yes		Yes
	88.	X. B 4 a.	2	Verify automated billing.	Done	Yes		Yes
	89.	X. B 5 a.	2	Verify supplies efficiencies.	Done	Yes		Yes
	90.	X. B 6 a.	2	Verify enrollment reports.	Done	Yes		Yes
	91.	X. B 6 b.	2	Verify enrollment reports.	Done	Yes		Yes
	92.	X. B 7 a.	2	Non registration fees not less than other col.	Done	Yes		Yes
	93.	X. B 8 a.	2	90%, 30 day collection of del. accts.	<90%	Yes		Yes

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TABLE I.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1994-1995:	Was Standard Achieved?	Commentary:	Was Data Used?
	94.	X. B 9 a.	2	Refund rate no greater than enrol rate.	Yes	Yes		Yes
XI. PHYSICAL RESOURCES:	95.	XI. A 1 a.	7	90% satisfaction with construction, change etc.	90.1 - 100%	Yes		Yes
	96.	XI. A 1 a.	7	Energy use below state guidelines.	Review	No		Yes
	97.	XI. E 1 a.	7	70% awareness of campus master plans.	Pending	Pending		Yes
XII. GRANTS.	98.	XII. A 1 a.	2	70% satisfaction.	90%	Yes		Yes
Proj. Talent Search.	99.	VII. B 1 a.	2	Progress reports provided.	Done	Yes		Yes
E.O.C., Proj.	100.	XII. B 1 a.	2	Progress reports provided.	Done	Yes		Yes
XIII. INSTRUCTION: Dev. Std.,P.	101.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Lib. Arts, M.	102.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Nat. Rec., M.	103.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Bus., P.	104.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Beh. Sci., P.	105.	XII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Math., P.	106.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Health, etc., P.	107.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Hist., etc., P.	108.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Music & D., P.	109.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Vis. Arts, P.	110.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Adv. Tech., P.	111.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Cosmo., P.	112.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Bio. Sci., P.	113.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Math, P.	114.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Phy. Sci., P.	115.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Publ. Serv., P.	116.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes

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TABLE I.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1994-1995:	Was Standard Achieved?	Commentary:	Was Data Used?
ABE, P.	117.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Military Prog., W.	118.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
App. Hlth., W.	119.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Lib. Arts, W.	120.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Math, W.	121.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Nursing, W.	122.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Bio. Sci., W.	123.	XIII. A 1 a.	1, 3, 7	Instruction as a part of faculty evaluation.	Done	Yes		Yes
Sec. Ed., P.	124.	XIII. A 2 a.	1, 3, 8	Syllabi for all courses.	Done	Yes		Yes
Sec. Ed., P.	125.	XII. A 2 b.	1, 3, 8	All students receive syllabi.	Done	Yes		Yes
Comp. Sci. P.	126.	XIII. A 2 a.	1, 3, 8	Syllabi for all courses.	Done	Yes		Yes
Comp. Prog., P.	127.	XIII. A 2 a.	1, 3, 8	Syllabi for all courses.	Done	Yes		Yes
Comp. Sci., P.	128.	XIII. A 2 b.	1, 3, 8	All students receive syllabi.	Done	Yes		Yes
Comp. Prog., P.	129.	XIII. A 2 b.	1, 3, 8	All students receive syllabi.	Done	Yes		Yes
Warrington	130.	XIII. A 6 a.	1, 3, 7	Affiliation agreements reviewed.	Done	Yes		Yes
Warrington	131.	XIII. A 7 a.	1, 3, 7	Accreditation renew.	Done	Yes		Yes
Warrington	132.	XIII. A 7 b.	1, 3, 7	All advisory committees meet.	Done	Yes		Yes
Warrington	133.	XIII. A 7 c.	1, 3, 7	Accreditation provided as appropriate.	Done	Yes		Yes
Dev. Std., P.	134.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Bio., P.	135.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Beh. Sci., P.	136.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Eng., P.	137.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Health, etc., P.	138.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Hist., etc., P.	139.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Music & D., P.	140.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes

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TABLE I.								
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1994-1995:	Was Standard Achieved?	Commentary:	Was Data Used?
Vis. Arts, P.	141.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Adv. tech. P.	142.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Cosmo., P.	143.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Bio, P.	144.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Math, P.	145.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Phy. Sci., P.	146.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Pub. Serv., P.	147.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
ABE, P.	148.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Military P., W.	149.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
App. Hlth, W.	150.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Bus, etc., W.	151.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Math, W.	152.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Lib. Arts, W.	153.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Not all	No		Yes
Nursing, W.	154.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Lib. Arts, M.	155.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Nat. Res., M.	156.	XIII. B 1 a.	1, 3, 7	Students will be evaluated.	Done	Yes		Yes
Comm. Prog., P.	157.	XIII. C 1 b.	3	Students will evaluate staff.	Done	Yes		Yes
Warrington	158.	XIII. C 1 b.	1, 3, 7	Student will evaluate staff.	Done	Yes		Yes
XV. INSTITUTIONAL RESEARCH:	159.	XV. A 2 a.	7	70% positive report of reserach.	91.7 to 100%	Yes		Yes
	160.	XV. A 2 a.	7	70% positive report of research.	88.9 to 100%	Yes		Yes
	161.	XV. A 4 a.	7	Provide a college with IE process.	Done	Yes		Yes
XVI. STUDENT DEVELOPMENT SERVICES	162.	XVI. A 3 b.	9	80% satisfaction with student act. monitoring.	88%	Yes		Yes

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TABLE I.								
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1994-1995:	Was Standard Achieved?	Commentary:	Was Data Used?
	163.	XVI. B 1 a.	1, 9	+2% annual increase in new student contracts.	< +2%	Yes		Yes
	164.	XVI. C 3 c.	1, 9	75% satisfaction of student advising.	< 75%	Yes		Yes
	165.	XVI. C 4 c.	1, 9	15% of faculty to serve as advisors.	> 15%	No	Work continues	Yes
	166.	XVI. D 1 c.	9	Provide drug free environment.	Not yet	No	Work continues	Yes
	167.	XVI. D 2 b.	9	Monthly meetings of safety committee.	Not Yet	No	Work continues	Yes
	168.	XVI. F 2 b.	9	Sign-in sheet at all training sessions.	Done	Yes		Yes
	169.	XVI. G 1 b.	9	70% of eligible students receive financial aid.	Done	Yes		Yes
	170.	XVI. G 2 a.	9	70% satisfaction with financial aid.	50-70%	No	Work continues	Yes
	171.	XVI. H 2 b.	9	Compliance with NJCAA & FCCAA rules.	Done	Yes		Yes

(a) Source: PJC Institutional Effectiveness Assessment Report Forms received 1994, from PJC academic, student service and support units. (Full reports are reproduced in APPENDIX A.)

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TABLE II.

ANALYSIS OF REPORTED INSTITUTIONAL EFFECTIVENESS INDICATORS (a)
1994-1995
(YEAR 3.)

TOTAL INDICATOR REPORTS RECEIVED		171	100.0%
PRODUCTIVITY INDICATORS REPORT RECEIVED		9	5.3%
PRODUCTIVITY INDICATORS REPORTS ACHIEVED	77.8%	7	4.1%
PROCESS INDICATOR REPORTS RECEIVED		162	94.2%
PROCESS INDICATORS ACHIEVED	95.5%	148	86.5%
ALL INDICATORS ACHIEVED		155	86.5%
INDIVIDUAL INDICATORS DATA USED (of a possible 252)		84	33.3%

(a) Source: Tabulated from TABLE I. data.

TABLE III
LIST OF UNREPORTED INDICATORS THROUGH 1994-1995*

New I.A.1.b.	III.B.2.d.	VI.B.3.a.	XIII.C.3.a.	XVI.F.1.c
New I.A.1.c.	IV.A.2.a.	VII.A.1.a.	XIII.C.3.b.	XVI.F.2.a.
New I.A.1.d.	IV.A.3.b.	VII.B.1.a.	XIII.C.4.a.	XVI.G.1.a.
New I.A.2.a.	IV.A.3.c.	VII.B.1.b.	XIII.C.4.b.	XVI.H.3.a
New I.A.3.a.	IV.A.3.d.	IX.A.3.a.	XIV.C.2.a.	
New I.A.3.b.	IV.A.3.e.	IX.A.5.a.	XIX.C.2.a.	
New I.E.2.a.	IV.B.1.a.	XI.B.1.a.	XIX.C.3.b.	
New XVI.H.2.b.	IV.B.3.b.	XI.C.3.a.	XIV.C.4.a.	
New XVI.B.2.b.	IV.B.3.c.	XII.A.2.c.	XV.A.3.a.	
I.B.1.a.	IV.B.3.d.	XII.B.2.a.	XV.A.5.b.	
I.C.1.b.	IV.B.3.e.	XIII.A.1.b.	XVI.C.1.a.	
I.C.2.a.	IV.C.3.a.	XIII.A.1.c.	XVI.C.1.b.	
I.D.1.b.	IV.C.4.a.	XIII.A.3.a.	XVI.C.2.a.	
II.A.1.a.	IV.C.4.b.	XIII.A.3.b.	XVI.C.4.a.	
III.A.1.b.	IV.D.1.b.	XIII.A.4.a.	XVI.C.4.c.	
III.A.1.c.	IV.D.2.a.	XIII.A.4.b.	XVI.C.5.a.	
III.A.1.d.	IV.D.3.a.	XIII.A.4.c.	XVI.C.5.b.	
III.A.1.e.	IV.D.3.b.	XIII.A.5.a.	XVI.C.6.a.	
III.A.2.a.	V.A.1.a.	XIII.A.5.b.	XVI.D.1.a.	
III.A.2.b.	V.A.3.a.	XIII.A.6.b.	XVI.D.1.b.	
III.A.2.b.	V.B.1.a.(1)	XIII.B.1.c.	XVI.D.3.a.	
III.A.2.c.	V.B.1.a.(3)	XIII.B.2.a.	XVI.E.1.b.	
III.A.2.d.	V.C.1.c.	XIII.B.2.c.	XVI.E.2.a.	
III.B.1.c.	V.C.1.d.	XIII.C.1.c.	XVI.E.2.b.	
III.B.1.d.	V.C.1.e.	XIII.C.2.a.	XVI.E.3.a.	
III.B.2.a.	V.C.2.a.	XIII.C.2.b.	XVI.E.3.b.	
III.B.2.b.	V.C.4.a.	XIII.C.2.c.	XVI.E.3.c.	
III.B.2.c	VI.A.5.a.	XIII.C.2.d.	XVI.F.1.b.	

* As of 6-1-95

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